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OFFICE OF THE DIRECTOR

Date: *8 Jul 77*

TO: *Herb Helms*

FROM:

SUBJECT:

REMARKS:

*Here's the text ST
used in San Francisco.*

George

for file 14

ACTION

HH,

18 Aug

Do you want to use
this for handouts?

If so, shall we edit
out the "Moderator" and

get down to the
nitty-gritty?

NO

cl

just file
12

Cindy, have Mr. Hetu's permission to send
Adm. Murphy's office
2007/03/26 : CIA-RDP99-00498R000200040004-

THE DEMYSTIFICATION OF INTELLIGENCE

REMARKS BY

ADMIRAL STANSFIELD TURNER
DIRECTOR OF CENTRAL INTELLIGENCE

5 AUGUST 1977
COMMONWEALTH CLUB
SAN FRANCISCO, CALIFORNIA

YESTERDAY THE PRESIDENT ANNOUNCED A MAJOR REORGANIZATION OF THE INTELLIGENCE APPARATUS OF OUR COUNTRY. THIS WAS THE CULMINATION OF 6 MONTHS OF INTENSIVE STUDY. THIS AND SEVERAL OTHER RECENT ACTIONS OF THE PRESIDENT WITH RESPECT TO INTELLIGENCE HAS ACHIEVED TWO THINGS:

1. HAS STRENGTHENED CONTROL OVER OUR INTELLIGENCE APPARATUS.

2. HAS ENSURED STRINGENT OVERSIGHT OF HOW WE GO ABOUT OUR INTELLIGENCE.

THE STRENGTHENING OF CONTROL HAS COME ABOUT BY GIVING TO MY OFFICE, THAT IS THE DIRECTOR OF CENTRAL INTELLIGENCE, FULL AUTHORITY FOR THE BUDGETS OF THE VARIOUS INTELLIGENCE ORGANIZATIONS AND AUTHORITY FOR SETTING THE TASKS FOR THESE ORGANIZATIONS IN THEIR ATTEMPTS TO COLLECT INTELLIGENCE. INTELLIGENCE, YOU SEE, IS LOCATED IN A NUMBER OF AGENCIES OF OUR GOVERNMENT, NOT JUST THE CIA: THE DEFENSE DEPARTMENT, THE STATE DEPT, THE FBI,

TREASURY AND THE NEW ENERGY DEPT. I HAPPEN TO BE DIRECTOR OF ONE--CIA. I ALSO HAVE ANOTHER JOB, THAT OF THE DIRECTOR OF CENTRAL INTELLIGENCE--WHOSE RESPONSIBILITY IT IS TO HAVE ALL THE INTELLIGENCE AGENCIES PULLING TOGETHER. THE NEW ORGANIZATIONAL ARRANGEMENT EMPHASIZES THE IMPORTANCE OF THIS SECOND TASK OF PULLING ALL OF THESE ACTIVITIES TOGETHER ESPECIALLY WHEN COLLECTING INTELLIGENCE DATA. FOR INSTANCE, THE DEFENSE AND STATE DEPTS WILL EACH HAVE THEIR OWN ANALYTICAL AGENCIES IN ADDITION TO THAT OF THE CIA. WE SEEK AND WELCOME DIVERGENT AND COMPETING IDEAS AND OPINIONS, FOR GOOD INTELLIGENCE DOES NOT COME BY REVELATION, IT ALWAYS IS SHROUDED IN UNCERTAINTY AND ALTERNATIVE INTERPRETATIONS

I BELIEVE THAT THIS NEW ORGANIZATIONAL ARRANGEMENT WILL ENSURE BETTER PERFORMANCE IN BOTH COLLECTING AND INTERPRETING INTELLIGENCE. I AM CONFIDENT ALSO THAT THE PRESIDENT AND MANY OTHER OF OUR TOP EXECUTIVES GAVE A GREAT DEAL OF ATTENTION TO

THIS NEW PLAN BECAUSE OF A RECOGNITION THAT GOOD INTELLIGENCE IS PERHAPS MORE IMPORTANT TO OUR COUNTRY TODAY THAN EVER SINCE THE CREATION OF A CENTRAL INTELLIGENCE ORGANIZATION 30 YEARS AGO.

THIRTY YEARS AGO WE HAD VAST MILITARY SUPERIORITY. THE SOVIETS HAVING RECOGNIZED FAILURE OF THEIR SYSTEM TO GROW IN OTHER WAYS, HAVE BECOME A WORLD POWER BASED ON THEIR MILITARY MIGHT. LARGE AMOUNTS OF THIS POWER ARE POISED ON NATO'S FRONTIERS IN EUROPE AND RANGE THE HIGH SEAS. IN THIS CONDITION OF ROUGH MILITARY PARITY, THE VALUE OF INTELLIGENCE TODAY IS GREAT. REAL ADVANTAGES CAN ACCURE FROM ACCURATELY KNOWING WHAT YOUR POTENTIAL ADVERSARY'S STRENGTH IS AND WHAT HE INTENDS TO DO WITH IT. HE SELDOM TELLS YOU THIS, BUT HE DOES GIVE IT AWAY IN MANY SMALL WAYS, WHICH WHEN WATCHED OVER A LONG PERIOD OF TIME, AND PIECED TOGETHER, CAN GIVE YOU REAL ADVANTAGES. IT IS THE KIND OF LEVERAGE THAT CAN TURN THE TIDE OF BATTLE. THAT'S THE IMPORTANT END PRODUCT OF INTELLIGENCE.

IF YOU LOOK PAST THE MILITARY SCENE, THERE ARE OTHER
SIMILAR SITUATIONS: ECONOMICS - 30 YEARS AGO - ECONOMICALLY
INDEPENDENT - TODAY INTERDEPENDENCE - ENERGY SITUATION - LOSE
SHIRT IF NOT SMART - POWER BLOCKS - RAW MATERIALS/TRADE LEVERAGE.
POLITICS - WORLD DIFFERENT - FROM U.S. DOMINATION TO SITUATION
TODAY, EVOLVING NATIONS ARE GOING OWN WAY AND DO NOT WANT TO
BE DICTATED TO EITHER BY THE U.S. OR SOVIET RUSSIA. WE MUST
BE SMART, UNDERSTAND POL/ECON/CULTURAL ATTITUDES OR WE WILL
BE OUT-MANEUVERED.

AT THE SAME TIME THAT WE NEED GOOD INTELLIGENCE TODAY
MORE PERHAPS THAN IN THE PAST, WE ARE JUSTIFIABLY MORE CONCERNED
THAT INTELLIGENCE BE COLLECTED, ANALYZED, AND EMPLOYED IN WAYS
CONSONANT WITH OUR CONCEPTS OF SOCIETY. WE CANNOT AFFORD TO
UTILIZE METHODS OF COLLECTING SECRET INTELLIGENCE THAT OUR
SOCIETY FEELS WOULD JEOPARDIZE THE VERY VALUES WHICH WE ARE SEEKING
TO DEFEND.

HERE IS WHERE THE OTHER HALF OF THE PRESIDENT'S NEW PROGRAM COMES INTO PLAY: STRINGENT OVERSIGHT. WE HAVE TAKEN A NUMBER OF APPROACHES TO THIS:

1. REAFFIRMATION OF IMPORTANCE OF IOB - THIS IS A BODY CREATED 1½ YEARS AGO TO SERVE AS A WATCHDOG ON ETHICS AND PROPRIETY OF THE ENTIRE INTELLIGENCE COMMUNITY.

3 DISTINGUISHED CITIZENS

ANY INDIVIDUAL CAN WRITE

BOARD, WHEN INVESTIGATES, REPORTS ONLY TO PRESIDENT.

2. SUPPORTING LEGISLATION NOW BEING CONSIDERED BY CONGRESS TO ENSURE THAT ANY WIRETAPPING DONE IN U.S. IN THE NAME OF COLLECTING FOREIGN INTELLIGENCE DOES NOT CONTRAVENE RIGHTS OF OUR CITIZENS.

NEXT, WE HAVE BEEN LOOKING INTO THE PAST AND TRYING TO ENSURE THE PUBLIC THAT ANY ABUSES THAT DID EXIST ARE TRULY BEHIND US.

FOR INSTANCE, I AM PLEASED TO ANNOUNCE TODAY THAT ALL OF THE RECOMMENDATIONS OF THE ROCKEFELLER COMMISSION WHICH WERE DIRECTED AT THE CIA HAVE BEEN IMPLEMENTED.

WE ARE ALSO LOOKING THE PAST SQUARELY IN THE EYE, EVEN WHEN IT IS UNPLEASANT. ON WEDNESDAY OF THIS WEEK I PRESENTED TO THE CONGRESS EVERY DETAIL OF INFORMATION WHICH I HAVE ON THE DRUG RELATED ACTIVITIES OF THE CIA DURING THE PERIOD 1953-1965. NOW THIS WAS 12 TO 24 YEARS AGO AND WE ALL HATE TO REHASH ERRORS OF THE PAST, ESPECIALLY RECOGNIZING THAT NATIONAL ATTITUDES AND MORES CHANGE WITH TIME AND WHAT MIGHT HAVE BEEN CONDONED YESTERDAY MAY BE CONDEMNED TODAY. WHAT HAPPENED, HOWEVER, IN THIS CASE, IS THAT WE FOUND DOCUMENTATION ON THIS SUBJECT IN OUR RETIRED RECORDS ARCHIVES WHICH HAD NOT BEEN FOUND DURING CONGRESSIONAL INVESTIGATIONS OF THIS SUBJECT SEVERAL YEARS AGO. UPON BEING INFORMED OF THIS, I FELT OBLIGED

IMMEDIATELY TO NOTIFY THE PRESIDENT AND THE CONGRESS. SOME OF THESE REVELATIONS CONCERN ACTIVITIES IN YOUR FINE CITY. I REGRET THIS, BUT ASSURE YOU THAT NOTHING OF THIS SORT IS BEING, OR WILL BE TOLERATED TODAY. THE MOST INEXPLICABLE PART OF THE ACTIVITIES HERE IN SAN FRANCISCO, AND IN OTHER CITIES, WAS THE TESTING OF VARIOUS DRUGS ON INDIVIDUALS WITHOUT THEIR KNOWLEDGE. WE DO NOT HAVE THE NAMES OF THE INDIVIDUALS TESTED. HOWEVER, NOW THAT WE HAVE UNCOVERED THIS INFORMATION I INTEND TO MAKE EVERY EFFORT TO IDENTIFY AND NOTIFY THESE PERSONS.

AGAIN, I WOULD URGE THAT WE RECOGNIZE THAT THIS IS PAST HISTORY: TWO DECADES OLD. THE CIA'S OPEN AND FRANK HANDLING OF THIS DISCLOSURE IS ALSO PART OF AN EFFORT TO OPEN AMERICAN INTELLIGENCE ACTIVITY TO GREATER PUBLIC SCRUTINY THAN IN THE PAST. THIS IS PART OF A VOLUNTARY EFFORT TO LEVEL WITH AND INFORM

THE AMERICAN PEOPLE, WITHOUT DAMAGING THAT ONGOING INTELLIGENCE WORK WHICH MUST BE KEPT SECRET TO SUCCEED. FOR EXAMPLE;

WE HAVE TRIED TO BE MORE ACCESSIBLE TO THE MEDIA-- INVITED THE CAMERAS OF TIME AND 60 MINUTES INSIDE THE CIA FOR THE FIRST TIME. I AM NOT SURE IF IT WAS GOOD OR BAD TO DO THAT-- WE LOST A LARGE SHARE OF OUR FORMER MYSTIQUE WHEN EVERYONE DISCOVERED THAT THE JAMES BONDS OF OUR COUNTRY GO TO WORK IN A RATHER USUAL OFFICE BUILDING WITH RATHER ORDINARY LOOKING FELLOW-WORKERS. I HOPE THAT THIS LOSS OF GLAMOUR DOESN'T HAVE AN ADVERSE IMPACT ON OUR RECRUITING!

WE ARE ALSO ATTEMPTING TO TRY TO MAKE MORE OF OUR PRODUCT ACCESSIBLE TO THE PUBLIC. THE PUBLICATION OF UNCLASSIFIED STUDIES IS ONE OF OUR MOST IMPORTANT, SUBSTANTATIVE INITIATIVES. IT STEMS FROM A CONVICTION THAT THE INTELLIGENCE COMMUNITY IS WORKING FOR THE AMERICAN PEOPLE AND THAT THEY DESERVE TO SHARE OUR RESULTS WHENEVER THAT IS POSSIBLE. WE INTEND TO PUBLISH IN UNCLASSIFIED FORM THE MAXIMUM AMOUNT OF INTELLIGENCE ANALYSIS THAT WE CAN.

TO DATE WE HAVE PUBLISHED SEVERAL MAJOR STUDIES WHICH I BELIEVE MAKE AN IMPORTANT CONTRIBUTION TO PUBLIC DEBATE: THIS PAST MARCH WE PUBLISHED A REPORT ON WORLD ENERGY SITUATION AND TWO SUBORDINATE STUDIES ON THE SOVIET AND CHINESE ENERGY PROSPECT.

--ESSENTIALLY ECONOMIC STUDY

--STUDY SAID:

WORLD ENERGY PRODUCTION CAPABILITY WILL FALL BEHIND DEMAND IN EARLY TO MID-1980'S; THAT MEANS THERE WILL BE PRESSURE ON PRICES. WHY? ONE REASON IS THAT WE EXPECT A SHARP DECLINE IN OUTPUT OF OIL IN THE SOVIET UNION. SOVIETS DON'T TELL US THESE THINGS, EVEN THOUGH IT WILL HAVE MAJOR IMPACT ON THE WORLD ECONOMY. AFTER ALL, THE SOVIET UNION IS WORLD'S LARGEST PRODUCER OF OIL.

BUT WE HAVE USED INTELLIGENCE TO PIECE THIS
TOGETHER - LARGELY OPEN SOURCES.

MAKE CLEAR - NOT? OF WORLD OIL RESERVES AND
WHETHER WE ARE RUNNING OUT OF OIL? THE ISSUE
IS ONE OF GETTING ENOUGH OIL OUT OF THE GROUND
OR BEING ABLE TO FIND ALTERNATIVES LIKE NUCLEAR
POWER OR CONSERVATION MEASURES ADEQUATE TO REDUCE
DEMAND TO THE LEVEL OF PRODUCTION IN THE NEXT 7 TO 8
YEARS. WE DON'T THINK WE CAN FIND ANY COMBINATION
THAT COULD FILL THE BILL BEFORE 1985. AFTER THAT
IT IS A DIFFERENT QUESTION.

ONE OF THE SIDE BENEFITS OF PUBLISHING THIS TYPE OF STUDY
IS THE EXCHANGES IT LEADS TO WITH OUR CRITICS. I REPLIED TO ALL
SERIOUS CRITICS AND INVITED THEM TO DETAIL THEIR CRITICISMS.
THOSE WHO DID, I INVITED TO SPEND A DAY WITH THE AUTHORS OF OUR
STUDY. IT WAS AN EXCELLENT EXCHANGE AND OF A TYPE WHICH I HOPE

TO ENCOURAGE WITH THE ACADEMIC AND INDUSTRIAL COMMUNITIES.

WE HAVE ALSO DELIVERED A STUDY TO THE JOINT ECONOMIC COMMITTEE OF CONGRESS WHICH WILL BE RELEASED BY THEM THIS COMING TUESDAY. IT THOROUGHLY EXAMINES THE OUTLOOK FOR THE ENTIRE SOVIET ECONOMY OVER THE NEXT DECADE. IN NEITHER THE OIL STUDIES OR THE SOVIET ECONOMY STUDY DO WE PRETEND THAT SOVIET ECONOMIC PROBLEMS ARE INSURMOUNTABLE. WE DO POINT OUT, HOWEVER, THAT SOME CHARACTERISTICS OF THE SOVIET ECONOMY, WHEN VIEWED IN THE LIGHT OF PERFORMANCE OVER THE PAST FEW YEARS, INDICATE THE SOVIETS WILL - IN THE NEAR FUTURE - BE FORCED TO MAKE SOME DIFFICULT CHOICES. FOR EXAMPLE:

CAN THEY CONTINUE TO EXPORT OIL TO THEIR EASTERN EUROPEAN SATELLITES OR WILL THEY NEED TO SEND IT ELSEWHERE TO EARN HARD CURRENCY?

WILL THEY CONTINUE TO CONSUME OIL AT THE SAME RATE, OR WILL THEY HAVE TO TURN TO A VIGOROUS CONSERVATION PROGRAM?

CAN THEY MEET THE INCREASING MANPOWER NEEDS OF
THEIR INDUSTRY AND STILL MAINTAIN THEIR HUGE MILITARY
ESTABLISHMENT?

THESE ARE ONLY SOME OF THE IMPLICATIONS OF OUR FINDINGS.
IT IS MY HOPE THAT THESE STUDIES WILL CONTRIBUTE ANOTHER
PERSPECTIVE TO INFORMED PUBLIC DEBATE ON THIS ISSUE AND ENGAGE
THE AMERICAN PUBLIC WITH THEIR INTELLIGENCE COMMUNITY.

LET ME ASSURE YOU, HOWEVER, THAT WE CAN NOT AND WILL NOT
OPEN EVERYTHING UP. AN ESSENTIAL INGREDIENT OF INTELLIGENCE
OPERATIONS IS THE ABILITY TO PRESERVE SECRETS. SOME OF THE
INFORMATION BEHIND BOTH THE SOVIET OIL AND ECONOMIC FORECASTS
WAS DERIVED FROM SECRET SOURCES WHICH WOULD BE JEOPARDIZED IN
THE FUTURE WERE WE TO REVEAL THEM.

THUS, WE CANNOT FORGET THAT WHILE WE MOVE TO DEMYSTIFY INTELLIGENCE ACTIVITIES AND TO BUILD PUBLIC UNDERSTANDING AND SUPPORT FOR WHAT WE DO IN THE DEFENSE OF OUR COUNTRY, WE MUST ASK AND OBTAIN THE PUBLIC'S COOPERATION IN PRESERVING THAT LEVEL OF SECRECY WHICH IS ESSENTIAL TO THESE ACTIVITIES.

IN SHORT WE ARE WORKING IN TWO DIRECTIONS AT ONCE. BY DECLASSIFYING INFORMATION THAT NEED NOT BE CLASSIFIED WE ARE ATTEMPTING TO PROMOTE GREATER RESPECT FOR GENUINELY SECRET INFORMATION.

ON THE OTHER SIDE OF THE COIN, WE ARE DRAWING A TIGHTER PROTECTIVE CIRCLE AROUND THAT INFORMATION OR THOSE ACTIVITIES WHICH ARE TRULY SECRET.

THUS TODAY, WE ARE DOWNGRADING MORE INFORMATION TO UNCLASSIFIED AND PUBLISHING IT FOR PUBLIC USE ON THE ONE HAND; AND ENFORCING GREATER CONTROLS ON SECRECY WHERE JUSTIFIED ON THE OTHER.

IN CONCLUSION, LET ME MAKE THREE POINTS:

1. THE INTELLIGENCE COMMUNITY IS A UNIQUE NATIONAL RESOURCE WITHOUT WHICH OUR COUNTRY COULD NOT OPERATE AS WELL AS IT DOES IN THIS COMPLICATED WORLD. THIS RESOURCE MUST BE PRESERVED.

2. BECAUSE OF THE INTENSE INTEREST IN CONGRESS IN OVERSEEING INTELLIGENCE ACTIVITIES AND BECAUSE OF THE PERSONAL INTEREST OF THE PRESIDENT AND VICE PRESIDENT - COUPLED WITH A SENSITIVITY WITHIN THE INTELLIGENCE COMMUNITY ITSELF TO THE ISSUES OF LEGALITY, MORALITY AND ETHICS, HEIGHTENED OVER THE PAST FEW YEARS OF INVESTIGATION AND CRITICISM, YOU CAN BE ASSURED THAT THE INTELLIGENCE COMMUNITY IS DOING THE JOB IT WAS CREATED TO DO, DOING IT COMPETENTLY, AND DOING NOTHING ELSE.

3. YOU WILL BE HEARING FROM THE INTELLIGENCE
COMMUNITY. I INTEND TO MAKE THE PUBLIC ONE OF THE
DIRECT BENEFICIARIES OF OUR EFFORTS TO A DEGREE WHICH
HAS NEVER BEEN ATTEMPTED BEFORE.

I ASK YOUR INTEREST AND YOUR SUPPORT.

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